



**RELATIONSHIP BETWEEN HUMAN RESOURCE ROLES TOWARDS LEAN  
IMPLEMENTATION IN UPSTREAM PETRONAS**

**NURAZIRA BINTI MOHD RAZALI**

**2013785177**

**BACHELOR OF BUSINESS ADMINISTRATION  
WITH HONOURS IN HUMAN RESOURCE MANAGEMENT  
FACULTY OF BUSINESS MANAGEMENT UNIVERSITI TEKNOLOGI MARA  
KAMPUS BANDARAYA MELAKA**

**JANUARY 2017**

**DECLARATION OF ORIGINAL WORK**



**BACHELOR OF BUSINESS ADMINISTRATION WITH HONOURS  
(HUMAN RESOURCE MANAGEMENT)  
FACULTY OF BUSINESS MANAGEMENT  
“DECLARATION OF ORIGINAL WORK”**

I, NURAZIRA BINTI MOHD RAZALI, (I/C Number: 940626-14-5990)

Hereby, declare that:

- This work has not previously been accepted in substance for any degree, locally or overseas, and is not being concurrently submitted for this degree or any other degrees.
- This project-paper is the result of my own independent work and investigation, except where otherwise stated.
- All verbatim extracts have been distinguished by quotation marks and sources of my information have been specifically acknowledged.

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

(Nurazira Binti Mohd Razali)

## TABLE OF CONTENTS

	Page
TITLE PAGE	I
DECLARATION OF ORIGINAL WORK	II
LETTER OF TRANSMITTAL	III
ACKNOWLEDGEMENT	IV
TABLE OF CONTENTS	V
LIST OF TABLES	IX
LIST OF FIGURES	X
ABBREVIATIONS	XI
ABSTRACT	XII

## CHAPTER 1

### INTRODUCTION

1.1	Introduction	1
1.2	Problem Statement	2
1.3	Research Questions	3
1.4	Research Objectives	3
1.5	Significance of Study	4
1.6	Scope of Study	5
1.7	Limitations	5
1.7.1	Area of the Study	5
1.7.2	Respondent commitment and cooperation	5
1.8	Definition of Terms	6
1.8.1	Lean	6
1.8.2	PETRONAS	6
1.8.3	Upstream	6
1.8.4	Downstream	6

1.8.5 Communication	7
1.8.6 Training	7
1.8.7 Work Process	7

## **CHAPTER 2**

### **LITERATURE REVIEW**

2.1	Introduction	8
2.2	Lean implementation	8
2.3	Human Resource Roles	9
2.3.1	Communication	10
2.3.2	Training	11
2.3.3	Leadership	12
2.4	Relationship between communication and lean implementation	13
2.5	Relationship between training and lean implementation	15
2.6	Relationship between leadership and lean implementation	16
2.7	Theoretical Framework	18

## **CHAPTER 3**

### **RESEARCH METHODOLOGY AND DATA COLLECTION METHOD**

3.1	Introduction	19
3.2	Research Design	19
3.3	Type of Study	20
3.4	Time Horizon	20
3.5	Population	20
3.6	Sample Size	20
3.7	Sampling Technique	21
3.8	Questionnaire	22
3.8.1	Primary Data	22

## **ABSTRACT**

The purpose of this study is to investigate the relationship between Human Resource (HR) roles towards lean implementation in Upstream PETRONAS. Three hypothesis were developed to examine whether there is a relationship between communication, training and leadership towards lean implementation. Respondents are selected from PETRONAS Upstream employees, specifically the ones working in Human Resource. Data was collected by distributing 100 set of questionnaires to selected employees and 88 returned questionnaires were used in this study. To analyze the data, descriptive, correlation and regression analysis were used. The results from Pearson Correlational Analysis showed that all independent variables have correlated with one another. There is a moderate positive relationship between communication and training, a moderate positive relationship between training and leadership. Lastly there is a high positive relationship between leadership and communication. On the other hand, based on  $R^2$ , it can be seen that communication, training and leadership only have a 60% influence on the dependent variable. Meanwhile the other 40% may be influenced by other factors as stated in Chapter 5. Furthermore, according to the result of multiple regression analysis, only training has a significant relationship towards lean implementation in Upstream PETRONAS. Hence, top management should invest in a good training program for its human capital.